

# Hamilton Board Committee

*Thursday, May 30, 2013*

*15:30 pm*

*Dofasco Boardroom – Juravinski  
Innovation Tower*

***Open Session***

St. Joseph's  
Villa  Dundas

St. Joseph's  
Healthcare  Hamilton

St. Joseph's  
Home  Care

**Hamilton Board Committee – OPEN SESSION - Agenda**

Date:	Thursday, May 30, 2013
Time	1530-1605 hours
Location:	Dofasco Boardroom, Juravinski Innovation Tower, Charlton Campus, St. Joseph's Healthcare Hamilton
Members:	B. Gould, Chair, M. Dow, W. Doyle, H. Fuller, M. Guise, J. Kelton, J. LoPresti, S. Monzavi, G. Chaimowitz, R. Rocci, C. Santoni, M. Taylor, T. Thoma, P. Tice, I. Schachler, J. Gauldie.
Resource:	D. Higgins, S. Filice-Armenio, M. Ellis, J. Fry, F. Ros.
Guests:	J. Woods, B. Herechuk
Regrets:	W. Doyle

Item	Topic	Page	Responsibility	Time
1.0	<b>PROTOCOL</b>			1530-1535
1.1	Call to Order		Mr. B. Gould	
1.2	Opening Prayer		Ms. W. Doyle	
1.3	Introduction of Guests		Mr. B. Gould	
1.4	Declaration of Conflict of Interest		All	
2.0	<b>AGENDA &amp; MINUTES</b>			1-3
2.1	Approval of the Agenda		Mr. B. Gould	
2.2	Additions to Agenda		Mr. B. Gould	
2.3	Approval of Minutes – April 25, 2013		Mr. B. Gould	
2.3.1	<b><u>Motion for Approval by Hamilton Board Committee: THAT THE OPEN MINUTES OF THE APRIL 25, 2013 HAMILTON BOARD COMMITTEE BE APPROVED</u></b>			
3.0	<b>REPORTS</b>			1535-1600
3.1	Chair's Report		Mr. B. Gould	
3.2	President's Report	4-7	HBC Presidents	
3.3	President of the Medical Staff Association		Dr. G. Chaimowitz	
3.4	Presidents of SJH Foundation and SJV Foundation	8-9	Ms. S. Filice-Armenio Ms. M. Ellis	
4.0	<b>NEW BUSINESS</b>			1600-1605
5.0	<b>INFORMATION ITEMS</b>			
5.1	HBC Summary	10-11		
5.2	Article – The Spectator – Sister Joan O'Sullivan – <i>Caring, Trail Blazing Nun was driving force behind St. Joe's Expansion</i>	12-13		
6.0	<b>ADJOURNMENT</b> <b><u>Motion for Approval by Hamilton Board Committee: THAT THE OPEN SESSION OF THE HBC BE ADJOURNED AND THAT THE HBC MOVE INTO THE CLOSED SESSION</u></b>		Mr. B. Gould	1605

*Note: Trustees who wish to have items moved from the Consent Agenda to the Closed/Open Agenda should contact the SJHH President's Office prior to the Board Meeting. Trustees also have an opportunity to make this request when the open agenda is presented at the Board Meeting.*



Committee: Hamilton Board Committee – OPEN SESSION Date: April 25, 2013

Called to order at: 1530 hours Adjourned: 1610 hours

Location: Dofasco Boardroom – 2<sup>nd</sup> Floor Juravinski Innovation Tower

Present: Mr. B. Gould, Chair, Mrs. M. Taylor, Mrs. M. Dow, Dr. M. Guise, Mr. J. LoPresti, Mr. R. Rocci, Mr. T. Thoma, Mr. S. Monzavi, Mr. P. Tice, Dr. G. Chaimowitz, Mr. C. Santoni, Mrs. I. Schachler, Dr. J. Gaudie.

Regrets: Dr. J. Kelton, Ms. W. Doyle, Dr. H. Fuller.

Resource Staff: Dr. D. Higgins, Ms. F. Ros, Ms. J. Fry, Mr. S. Gadsby, Mrs K. Ciavarella.

Guests: Dr. A. Adili, Ms. K. Langstaff, Mr. R. Cercone, Dr. J. Ferencz.

NEXT MEETING May 30, 2013

Subject	Discussion
<b>1. PROTOCOL</b>	
<b>1.1 CALL TO ORDER</b>	The meeting was called to order at 1530 hours by B. Gould.
<b>1.2 OPENING PRAYER</b>	M. Taylor opened the meeting with a prayer.
<b>1.3 GUESTS</b>	All guests in attendance were introduced.
<b>1.4 DECLARATION OF CONFLICT OF INTEREST</b>	There was no declaration of conflict of interest.
<b>2. AGENDA AND MINUTES</b>	
<b>2.1 APPROVAL OF AGENDA</b>	It was MOVED by M. Taylor, SECONDED by C. Santoni, VOTED AND CARRIED:  <b>THAT THE HAMILTON BOARD COMMITTEE AGENDA BE APPROVED AS CIRCULATED</b>
<b>2.2 ADDITIONS TO THE AGENDA</b>	A discussion with respect to the processing of compounded drugs will be brought forward in the Open Session agenda.
<b>2.3 APPROVAL OF THE MINUTES</b>	It was MOVED by P. Tice, SECONDED by R. Rocci, VOTED AND CARRIED  <b>THAT THE (OPEN) MINUTES OF THE HAMILTON BOARD COMMITTEE OF MARCH 21, 2013 BE APPROVED</b>
<b>3. REPORTS</b>	
<b>3.1 Chair's Report</b>	B. Gould reported the following:

Subject	Discussion
<p><b>3.2 President's Report</b></p>	<ul style="list-style-type: none"> <li>• The mentorship of new members in 2013-14 was discussed. It was noted that new members to the HBC and community members will be offered the opportunity to have a mentor assigned. The list of new members and eligible mentors was reviewed.</li> <li>• Members were reminded to please complete the HBC evaluation located on the last page of the agenda package.</li> <li>• This week celebrates Volunteer Week. All members were thanked for their volunteerism on the board.</li> <li>• Dr. D. Cook was the recipient of the Anne and Neil McArthur Research Award this year. Dr. Cook gave an excellent presentation on the importance and value of research. It was noted that the selection of Dr. Cook as this year's recipient was a very well deserved honour. She is a highly respected researcher here at SJHH.</li> <li>• With respect to the St. Joseph's Estates Meeting, it was noted that the members of the Committee are the residents who live on the estates.</li> <li>• There is tremendous change ongoing in the home care sector. Extensive "brainstorming" sessions and various service delivery models are being explored throughout the Province. The Ontario Association of Community Care Access Centres (OACCACs) are tasked with coordinating and redesigning services in the Province of Ontario. In the hospital sector, it was noted that health links are being created in Hamilton to discuss models to create a seamless patient care experience from hospitalization to home care and links to other community service providers.</li> <li>• It was noted that the Employment Standards Act changes for Caregiver Leave is a provincial legislation.</li> </ul>
<p><b>3.3 President of the Medical Staff Association</b></p>	<p>There was no report.</p>
<p><b>3.4 St. Joseph's Healthcare Foundation and St. Joseph's Villa Foundation</b></p>	<p><b>St. Joseph's Healthcare Foundation</b></p> <ul style="list-style-type: none"> <li>• The Foundation has been accredited under the new Imagine Canada standards program, which replaces the Ethical Fundraising license. The Foundation joins the ranks of 26 national organizations who have received this designation.</li> <li>• The first annual Mental Health Breakfast featuring Valerie and Catherine Pringle will be held on May 7<sup>th</sup> at Carmen's Banquet Centre. 350 attendees have registered so far. The first Spirit of Hope Award will be awarded to a deserving individual who has made great contributions in the area of mental health.</li> <li>• All board members were thanked for their support of the Around the Bay Road Race. Extensive media coverage of the event took place. \$315K was raised in support of the Foundation. All individuals and corporate participants were thanked with a particular thanks to Ben Gould and Team Milli, who raised over \$50K.</li> </ul> <p><b>St. Joseph's Villa Foundation</b></p> <ul style="list-style-type: none"> <li>• The Capital Campaign continues with over \$750K being raised to date.</li> <li>• Tickets are still available for the upcoming Gala on Friday May 3<sup>rd</sup> being held at Liuna Station. Highlights include a performance by Hamilton's own Jim Witter.</li> </ul>

**Subject****Discussion****4. NEW BUSINESS**

- The issue of compounding pharmaceuticals was discussed. It was noted that the hospital is required by the MOH to sign an attestation as to the hospital's processes for procuring, storing, obtaining and administering compounded drugs. It was noted that pharmacists here at SJHH are regulated health professionals. The recent situation reported in the media with respect to diluted chemotherapy drugs was discussed. It appears that there are gaps in terms of regulating and compliance of standards. The internal process for procuring, storing and administration of compounded drugs was reviewed. Current processes at SJHH were felt to meet standards.

**5. INFORMATION ITEMS**

- HBC Summary

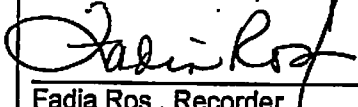
**6. ADJOURNMENT**

It was MOVED by R. Rocci, SECONDED by J. LoPresti, VOTED AND CARRIED

**THAT THE OPEN SESSION OF THE HBC BE ADJOURNED AND THAT THE HBC MOVE INTO THE CLOSED SESSION**

\_\_\_\_\_  
Ben Gould, Chair

  
\_\_\_\_\_  
David Higgins, Secretary

  
\_\_\_\_\_  
Fadia Ros, Recorder



## OPEN REPORT TO THE HAMILTON BOARD COMMITTEE – MAY 2013

### 1. Environmental Scan

#### 1.1 SJHC: 2013-2014 Provincial Budget and Home Care

- The Government confirmed they will increase the provincial budget envelope for home and community care by 5% this year, an increase of 1% more than planned and allocated in 2012 and more than the recommended increase in Dr. Samir Sinha's report.
- There is no clarity yet on how this money will be spent, other than being directed to Community Care Access Centers to reduce wait times (to a maximum of five days) for access to home care, and to increase nursing care for clients with complex needs.
- One positive item notable for its absence is any reference to a legislated or mandatory wage freeze for public sector workers, other than what has already been negotiated; there appears to be no mandatory freeze in wages for Personal Support Workers.
- The 2012 Budget committed to increasing investment in home care and community services by an average of four per cent per year. The 2013 Budget proposes an additional one per cent per year — for a total increase of over \$700 million by 2015–16 compared to 2012–13. This new funding, totaling \$270 million dollars, will direct \$185 to home care and \$75 to community care.
- Despite lacking details on how funding will be allocated across the sector, the budget is believed to be generally positive for the home and community care sector. The professional associations for the sector, especially the Ontario Community Support Association (OCSA) will be working to ensure a portion of new funds be directed to addressing operational challenges for community care agencies and providing support to meet the government's accountability agenda.

#### 1.2 SJHC: Ontario Home Care Associations (OHCA) 2013 Symposium

- The 2013 OHCA Symposium will be held on May 23
- The theme for this year's symposium is 'Home Care and System Transformation'
- Carmen Carmazan, Director of Home Care Services at SJHC will be presenting on the ICC Project

#### 1.3 SJHC: Provincial Benchmarking Survey on Home Care

- OHCA is conducting an industry benchmarking survey of home care service providers. The survey is being conducted by Sentiens Research and provides an opportunity for agencies to self-assess their performance to the aggregate results. The purpose of the survey is to:
  - provide participants with a snapshot of service provider organization (SPO) key metrics for the industry
  - allow participant SPOs to self-assess their performance to the aggregate results
  - establish a baseline for comparative purposes of home care services in future studies.
- SJHC will be participating in the survey.

#### 1.4 SJHC: Funding Announcement on Physiotherapy Services for Seniors

- The government of Ontario announced that it will provide more than 200,000 additional seniors and patients with improved access to high-quality physiotherapy, exercise, and falls prevention classes.
- Beginning August 1, 2013, more one-on-one physiotherapy, group exercise classes and falls prevention services will be available in long-term care homes and in communities.

- In addition, Ontario will integrate physiotherapy into family health care settings, including Family Health Teams, Nurse Practitioner Led Clinics, and Community Health Centers.
- This announcement may provide a strategic opportunity in home care treatment for SJHS and SJHC who are well positioned to take advantage of this announcement.

#### **1.5 SJVD: Funding Announcement on Physiotherapy Services in Long Term Care**

The Ministry of Health and Long Term Care announced changes to the funding models used for physiotherapy services in long term care on April 18, 2013. The changes are to ensure that: Seniors and LTC home residents will have better access to the right physiotherapy services; Appropriate physiotherapy services are available to help seniors and residents recover from illness and injury; Strength and endurance is improved or maintained; and daily activities of living are supported.

In August 2013, all LTC homes will receive dedicated funding for physiotherapy services from the LHIN. The home will need to determine the most appropriate physiotherapy provider to ensure that they are able to customize and provide the appropriate level of physiotherapy needed by the residents.

The new method of funding will enable residents to receive one-on-one physiotherapy based on their plan of care as assessed by a regulated health service provider. The residents with specific physio needs will receive the best care that suits their condition and maximize their rehabilitation potential and quality of life.

#### **1.6 SJHC: Health Quality Ontario (HQO) - Public Reporting of Indicators for Service Provider Organizations (SPOs)**

- In addition to the work under way on public reporting through the QVHC initiative, HQO has been working for some time now on providing additional high level service indicators for their reporting on SPO's. Quality metrics may include:
  - Time First Visits
  - Client Satisfaction
  - Acceptance Rate
  - Incidence of Pressure Ulcers

## **2. Mission, Vision and Values Update**

### **2.1 SJHH: Mission Legacy Awards Ceremony**

SJHH has selected 11 recipients of the Mission legacy Awards for the current year. The Mission Legacy Award ceremony will take place on June 20<sup>th</sup> at 1:30pm at the SJHH Charlton Campus. This event is noted on the 'events blotter' circulated at all HBC meetings and Board members are encouraged to attend.

### **2.2 SJHH: 2013 Nursing Excellence & Robertson Memorial Award Recipients**

In honour of Nursing week, SJHH awarded 11 Nursing Excellence Awards and 5 Robertson Memorial Award. The Excellence awards were awarded in the following 11 categories: Mental Health & Addictions Nursing, Surgical Nursing, Women's & Infants Nursing, Critical Care Nursing, Emergency/Ambulatory Nursing, Medical Nursing, Nursing Education, Preceptorship/Mentorship, Star On The Horizon, Nursing Research, Nursing Leadership.

### **2.3 SJVD: Political Events**

Donna Skelly, PC, hosted a town hall meeting at the Villa on April 24<sup>th</sup>. Christine Elliott, MPP for Whitby-Oshawa and Deputy Leader of the Official Opposition, Critic for the Ministry of Health and Long Term Care was her guest. The theme was "Let's Build a Healthier Ontario" highlighting long term care and home care.

The Registered Nurses' Association of Ontario (RNAO) has organized "Take Your MPP to Work" and invited Ted McMeekin, MPP for Ancaster-Dundas-Flamborough-Westdale, tour the Assess and Restore Unit and meet the Registered Nurses to discuss the work that the unit provides to patients. The RNAO have prepared the media release and will be contacting the media. The event takes place on May 31 from 11:00 a.m. to 12:00 p.m.

### **2.4 SJVD: Hamilton Community News**

St. Joseph's Villa was voted the "Best Long Term Care Home" for the Hamilton Community News 7<sup>th</sup> Annual Readers' Choice Awards. The Villa received the "diamond" award which is the highest category. The Villa has received this award for consecutive years. It is a tribute to the staff and the excellent care that is provided to the residents who live here.

### **2.5 SJVD: Staff Events**

The week of May 13 the Villa organized "Celebrating Staff" week that combined Nurses Week, Health and Safety Week, Hand Hygiene Day, Infection Control Week and Mental Health Week. A BBQ, pizza day, Staff Appreciation Day, the Amazing Race event, Mardi Gras festivities, in-services and a number of other events were available for staff participation. We appreciate donations and ingenuity of staff to come up with food, prizes and supplies for this event, which has no budget available. The week was extremely successful and made for a positive week.

On May 15, the annual staff service awards were held in the Chapel with a great participation rate. Awards were given to individuals celebrating 5, 10, 15, 20, 25, 30 and 35 years – a total of 80 people and 960 years - exemplifying true dedication and commitment to the Villa. The Sister Edna Walter Applause Awards were provided to three recipients who recognized by their peers. Sister Michaela and Ray Rocci were present to acknowledge the recipients along with Shawn Gadsby.

## **3. Operational Information**

### **3.1 SJHC: Client Engagement**

- As part of the 2012/2013 QIP SJHC undertook to recruit a client and/ or client caregiver to be a member of SJHC's Quality Improvement Committee.
- This will bring the client's voice to the Committee and provide an opportunity for client's concerns, questions, and comments regarding their quality of care to be voiced. This will result in more efficient planning to ensure that services really meet client needs and priorities.
- SJHC has recruited an existing long term client from Gwen lee Assisted Living program to join the CQI Committee.

### **3.2 SJVD: St. Joseph's Health System Ethicist**

Steve Abdool, Ethicist for the St. Joseph's Health System, met with the Villa's Executive Team with the purpose to roll out the new Ethics Guide to staff as well as introducing his role to each of the System's



facilities. He will share the Ethics Decision Making Framework, the policy as well as an Ethics Needs Assessment survey for staff. He will continue to work with the Villa and offer his assistance wherever and whenever requested.

### **3.3 SJVD: Resident Quality Inspections**

The Ministry of Health and Long Term Care Compliance Inspectors came to perform their annual inspection (Resident Quality Inspections) on April 22, 2013. They continue to be in the building as of May 14, 2013. They will also be following up on the 6 other matters such as our incidents reports. This is our first annual inspection since the new standards in came into effect in 2010. There will be further information provided when the Villa receives either the Ministry's debriefing or their reports.



**President's Report to the Hamilton Board Committee  
St. Joseph's Healthcare Foundation  
May 30, 2013**

As we continue to work towards our \$75 million campaign goal, our staff and Campaign Cabinet are working hard to finalize a number of significant requests in progress and following up on requests for which we are awaiting decisions. We have also been conducting tours of the West 5<sup>th</sup> Campus which have proved helpful in engaging donors to support the Campaign and redevelopment project. These tours will continue throughout the spring and summer.

The Gift Planning Program has launched a newsletter called *Legacy Tribune* for gift planning donors and prospects aimed at enhancing the profile of gift planning as well as providing a new communications vehicle to use in following up with potential gift planning donors. Our next *Foundation Matters* newsletter will be published in June.

The Federal Government has introduced a first-time donor super credit to encourage young Canadians to make charitable donations. Our Annual Fund program will be incorporating this new initiative in our annual fund communications and solicitations, with a focus on engaging and acquiring a new demographic of younger donors. Facebook and Twitter will also be great tools to promote this new credit.

In donor relations, we coordinated several customized stewardship events for Roche Canada, Baxter Corporation and the DeSantis Family. These events are critical to expressing our sincere thanks to our donors and friends for their support of our Hospital. An event to honour Bishop Tonnos' tenure with the Diocese and relationship with St. Joe's will take place on May 30.

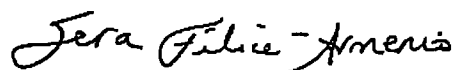
Our inaugural Mental Health Morning event which took place on May 7 was a resounding success with over 400 attendees. Keynote speakers Valerie and Catherine Pringle shared their personal story with mental illness and Blessed Trinity Catholic Secondary School in Grimsby received the inaugural St. Joseph's Mental Health Spirit of Hope Award for their efforts to create awareness of the importance of mental health. The event received coverage in the Hamilton Spectator and the feedback from our guests and sponsors was excellent. We intend to make this event, with a well-known speaker, an annual one.

The Foundation's new five year strategic plan was approved by the Board of Directors at its April Board meeting. The planning which started with a Board retreat in October 2012 and involved Dr. David Higgins and Dr. Kevin Smith, centred around four questions: Who are we? Where do we want to go? How can we get there? And how will we define success? The Foundation's new strategic plan refines our Mission, Vision and Values and highlights four strategic directions with corresponding goals. The Four Strategic Directions are: Telling the St. Joe's Story; Growing Programs with the Highest Financial and Reputational Return on Investment; Nurturing and Developing Strategic Partnerships; and Inspiring Innovation & Efficiency. These directions support our Vision: To be a healthcare charity of choice in our region and a leader in healthcare philanthropy in Canada.

Some upcoming Foundation events include:

- St. Joseph's Golf Classic in memory of Shirley Elford – Glencairn Golf Club, May 27, 2013
- Lina DeSantis Memorial Golf Tournament – Glendale Golf & Country Club, September 5, 2013
- "Grand Central Express" Holiday Gala – LIUNA station, November 9, 2013.

Respectfully submitted,



Sera Filice-Armenio  
President & CEO

## Hamilton Board Committee (HBC) – Summary of March 21<sup>st</sup>, 2013 Closed Meeting Session

### Motions Summary

Recommending HBC Committee	Motion Summary
Governance, Mission and Values Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Governance, Mission and Values Committee of March 5<sup>th</sup>, 2013 be accepted for information (Hamilton Board Committee).</li> <li>▪ HBC approve an exception to the SJHH bylaws to temporarily increase the number of HBC members by one for a limited time (one year) (Hamilton Board Committee).</li> <li>▪ HBC approve the 2013 Nominating Committee Report and the appointments contained therein (Hamilton Board Committee).</li> </ul>
Quality Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Quality Committee of March 12<sup>th</sup>, 2013 be accepted for information (Hamilton Board Committee).</li> </ul>
Resource and Audit Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Resource and Audit Committee of March 20<sup>th</sup> be accepted for information (Hamilton Board Committee).</li> <li>▪ Audited and Notice to Reader Financial Statements for the year ended December 31<sup>st</sup>, 2012 be approved for St. Joseph's Villa, St. Joseph's Estates and St. Joseph's Seniors Centre (Hamilton Board Committee – St. Joseph's Villa Dundas Voting Members)</li> <li>▪ Withdrawal of \$2.7M from the future funds investment portfolio for the purposes of funding interest expense on long term debt and principal repayment on the surgical tower for the fiscal year ending March 31, 2013 be approved (Hamilton Board Committee – St. Joseph's Healthcare Voting Members).</li> </ul>
The Medical Advisory Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> <li>▪ Minutes of the Medical Advisory Committee of March 7<sup>th</sup> 2013 be approved (Hamilton Board Committee – St. Joseph's Healthcare Voting Members )</li> <li>▪ Recommendations on research from the Medical Advisory Committee of SJHH of March 7<sup>th</sup> 2013 be approved (Hamilton Board Committee – St. Joseph's Healthcare Voting Members )</li> <li>▪ Recommendations on credentials of the March 7<sup>th</sup> 2013 Medical Advisory Committee be approved (Hamilton Board Committee – St. Joseph's Healthcare Voting Members )</li> </ul>

### Presentations and Reports to the HBC – Summary

- The Board heard a presentation from the Mental Health and Addictions program highlighting two new programs that will be refreshed in the coming months: the Concurrent Disorders Program and the Early Intervention Program.
  - The goal of the Concurrent Disorders Program is to provide evidence based integrated care for individuals who have simultaneous substance abuse disorder and mental illness. Change is needed in this area because currently 25% of Mental Health Beds are occupied with someone with a concurrent disorder, yet we have no program, best practices or services for these individuals. Individuals with concurrent disorders require special care and focus since their illness is more persistent and can be more treatment refractory in comparison to those with only a single disorder.
  - The importance of having an early intervention was highlighted as these disorders, if left unchecked can have a worsening course in affected people for decades. Treatment during late adolescence and early adulthood has the greatest potential for reducing the burden of suffering and averting the loss of life, functioning and productivity associated with Mental illness.
  - Details on progress to date and future plans for these two services were discussed in detail.

- A presentation was received from Organization Development on the roll out of our Employee and Physician Engagement Survey Results. Results were positive overall, but 3 areas (drivers) for improvement in organizational engagement were clearly identified. Plan for developing unit-specific and organizational action plans to address these areas were highlighted.

**Caring, trail-blazing nun was driving force behind St. Joseph's expansion**

*Hamilton Spectator – By Joanna Frketich  
May 6<sup>th</sup>, 2013*

The nun who helped build St. Joseph's Healthcare into the respected teaching hospital it is today has died. Sister Joan O'Sullivan led St. Joseph's from 1979 to 1988 — a time when few women headed hospitals.

"I can't remember too many women in CEO positions of hospitals at that time," said Brian Guest, senior vice-president of corporate renewal and mission at St. Joseph's Health System. "She was a trailblazer."

Under her watch, St. Joseph's went through \$60 million to \$80 million of redevelopment including rebuilding the obstetrics department despite uncertainty about how to fund it. She also created the busy urgent care centre in Stoney Creek.

"It was a pretty courageous decision," said Guest. "That was a challenging time to get the funding in place. In terms of where St. Joseph's is now, the community owes a lot to her."

One of her biggest accomplishments was starting St. Joseph's international outreach, which provides health care and medical training to impoverished parts of the world, such as Haiti and Uganda.

"She was responsible for starting that long before international work was on everyone's mind," said Sister Anne Anderson, her friend of 50 years.

One of O'Sullivan's most difficult times as head of the hospital was when it was recovering from a major fire on May 1, 1980.

"She really worked at reorganizing, rebuilding and reinvigorating the place," said Anderson. Before becoming executive director, she led St. Joseph's nursing school from 1964 to 1972. She was also assistant executive director of St. Joseph's Hospital in Brantford and CEO of St. Mary's General Hospital in Kitchener.

"She mentored generations of nurses, and then when she moved into senior administration she administered generations of young administrators," said Anderson. She was such a good leader, because she showed respect to all the staff, no matter what role they played in the hospital.

"I knew her as an emergency department orderly and as a vice-president, and I can honestly say she treated me no differently in the two roles," said Guest. "That's why she was so beloved. She saw everyone in the hospital as part of the team, no matter where you worked and inspired loyalty and commitment to the mission."

Despite her high profile, she was humble and shied away from the limelight. "She was a very calm influence," said Guest. "But she had a look — you knew in a hurry when you weren't meeting expectations."

She remained committed to bettering Hamilton's health care until she died April 27 at the Sisters of St. Joseph Motherhouse at age 91.



"She truly believed with every fibre of her being that it is an honour to serve the sick," said Anderson. "I was keeping her very up-to-date on the new St. Joseph's West 5th site, and she was delighted to think that mental health care was going to take on such an amazing and dramatic transformation. Until her dying day, she was interested in the care of the people of Hamilton. That's her greatest legacy." Lovingly known as "Joan O," she was a sister of St. Joseph's for 67 years. Anderson said she loved dogs of all kinds — "anything with four feet and a wagging tail."

"Her faith was the anchor that kept her rooted, active and interested," said Anderson. "Her loss certainly will leave a great void in the congregation, but her memory will be a great joy. The tone at the Motherhouse is that we are all profoundly grateful for a life well lived."

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